

to provide for court proceedings, legal challenge, statutory inspection and independent review.

To ensure OFSTED recommendations and improvement action plans are realised through the SCIS implementation, providing updates to service directors as to the mitigated risks and corrective actions taken in relation to record keeping and auditable social work process.

To identify and lead opportunities for departments to realise their Target Operating Models, providing guidance and advice on the practice implications, risks and opportunities to release operational savings enabled through the SCIS project.

The post holder(s) will work closely with the project manager, project team, business analyst, senior managers and system supplier, and provide social care legal and practice advice to the project.

The post holder will be responsible for ensuring the departments (CSF and C&H) are fully consulted and involved in the design, review, testing and implementation of new processes and workflow within Frameworki. Advised by the post-holder as to how this mirrors best practice social work.

The post holder will work with/advise managers across both departments (CSF and C&H) to ensure practice management and clinical/practice supervision is augmented to accommodate the requirements of the project. The post holder will advise managers as to how these requirements can be embedded into best practice staff management within each function and team.

To ensure project benefits are realised through the identification, planning, management, and maintenance of benefits across the SCIS project. Ensuring benefits fit with other major change programmes such as Integration with Health, SEND reforms and corporate Customer Services Programme for best outcomes for Merton, staff and citizens, and do no compromise the safety of social work practice within the departments.

To ensure legislative requirements across the departments are met by ensuring process and procedures are designed to fulfil the requirements of recent acts including the [Children and Families Act 2014](#), implementation of [Working together to safeguard children \(2013\)](#), [Inspections of safeguarding and looked after children's services framework](#), the Care Act 2014, meeting the recommendations of the [Dilnot Report](#) and Integration between social care services and health ([Making sure health and social care services work together](#)).

To ensure capability delivered by SCIS is harnessed by the service areas by being a catalyst for change, influencing innovative thinking, challenging the status quo and encouraging creative solutions.

To take lead responsibility to ensure all new processes are evaluated for risk, compared to current practices to identify gaps and differences, documented, implemented and embedded into safe social work/care practice.

Provide proactive management support to operational managers. Ensuring change is embedded into operations, minimising disruption to services, maximising opportunities for safe practice and enhance organisational performance.

MAIN DUTIES AND RESPONSIBILITIES

- To develop safe social work practices within both Adults and Children & Families social care, ensuring Merton provides safe, compliant and best practice safeguarding processes which are strengthened by the introduction of the SCIS system. Taking into account existing practices, safeguarding arrangements for Adults and Children and management of risk arrangements within service departments.
- To ensure the SCIS system is designed and implemented as compliant with the [Children and Families Act 2014](#), implementation of [Working together to safeguard children \(2013\)](#), [Inspections of safeguarding and looked after children's services framework](#), the Care Act 2014, meeting the recommendations of the [Dilnot Report](#) and Integration between social care services and health ([Making sure health and social care services work together](#)). Responsible for ensuring and testing compliance and overall design of safe workflows and processes which mirror the requirements of the legislation.
- To provide expert guidance to the project on matters of national and local policies, legislation and new approaches in social care and health service delivery. To provide detailed expert process and practice knowledge, playing a lead role in the development of new processes which are fit for purpose, providing safe and efficient social care and safeguarding across Adults and Children, and are complimentary to current social work practices including systemic social work, personalisation and the recommendations of the Munro report.
- To identify, quantify and design business opportunities for efficiency and savings in relation to the introduction of efficient practices and processes through the implementation of the SCIS system. Working with service directors to realise the objectives and goals of their Target Operating Models by aligning opportunities, approach and plans in order to exploit the SCIS technology in realising the new TOMs.
- To lead the review of business need and processes, both existing and proposed, to a level that enables effective delivery of the project and ensures the continuation of operational processes during implementation. Working with senior managers, system users, local and national stakeholders to ensure continual, unimpeded service delivery throughout implementation. Maintaining and owning business risk in relation to service provision throughout the length of

the project.

- To maintain a strategic view over the change initiatives at Merton, maintaining a coherent framework for the implementation of business change which fits with other change programmes. Translating this framework into operational plans by working in close conjunction with the project manager, project team and service leads.
- Lead on SCIS change and transformation process. Ensuring staff and managers are fully briefed and prepared for the implementation of the new SCIS system. Working with organisational design, communications, learning and development and other projects which impact on organisational change, to ensure clarity of deliverables and manage the expectations and concerns of staff.
- Lead on the identification, reporting, monitoring and management of operational and project risks, specifically where the risks impact on Merton's ability to comply with legislation and deliver best practice social care and safeguarding. To work with the project manager and operational managers to plan mitigation, enabling the project to move forward, whilst managing such risks in a controlled manner.
- To identify and lead on the management of project issues relating to service delivery, the safeguarding of Adults and Children and cultural change impacted on by the project. Working with senior management, managers, project team and staff to manage such issues to a successful outcome.
- Build strong trust relationships with key stakeholders and operational staff for the design, management and implementation of business change and throughout the project lifecycle, the analysis and coordination of relationships with and between stakeholders, taking account of their requirements and presenting recommendations to the project team.
- Leading on the identification, base lining and monitoring the anticipated benefits across the project. To optimise the business impact of SCIS project combined with other major change programmes within the department(s). Document the benefits realisation of the project, producing regular reports against profiled savings or quality benefits over the phases of the system implementation.
- To act as subject matter expert in the planning, design, management, execution and reporting of business process tests and usability evaluations. To lead, from a practice and safeguarding perspective, the usability and fitness for purpose tests applied to proposed new processes, both in terms of social care practice and in relation to the operational models used within Merton.
- To work with the project, operational staff, performance and financial teams to ensure any new

processes fully support the use of a 'standard product' implementation of Frameworki, allowing full use of standard departmental and organisational reports and returns from within the system. Work with the project manager to ensure statutory reporting is achieved through implementation and data migration.

- The establishment, clarification and communication of the user's perceptions and responses that result from the testing of processes and use of SCIS. The analysis of user experience, the roles and characteristics of users and their tasks, and the organisational and physical environment in which system will operate, including mobile working.
- Contribute proactively to communications, training and early life support of SCIS to ensure successful bedding down within operational teams.
- To work with the project manager to proactively manage stakeholder engagement, both internally and with external partner agencies including health and the police; private, third sector and micro providers of social care including independent brokers and reviewers. To ensure the involvement of service users, carers, providers and other stakeholders in SCIS design and implementation to support progress towards self-help and self-service, were appropriate; proactively analysing and addressing any equality issues that might arise.
- Encourage innovation and promote new ways of agile and integrated working by collaborating closely with the operational colleagues, finance teams, information governance, performance management and strategic commissioners to bring a holistic approach to care and finance management and release cost efficiencies by introducing lean and integrated processes on SCIS implementation.
- To lead on the identification of opportunities, design of processes and implementation of new recording practices across Merton and partner organisations. Specifically leading on the design of the system to support integrated working with the NHS and health organisations, such as in mental health, learning disabilities and child protection. Working with other senior managers to ensure the project is aligned to other integrated and multi-disciplinary initiatives, is fit for purpose and compliant with the expectations and requirements of those partner organisations.
- Work closely with the operational teams to seek their buy-in.
- Actively consider opportunities to review the impact of quality to the service user/client and their families. Gaining feedback from staff and providing the project with a strategic steer on customer impact.
- Designing new processes which, whilst compliant, do not detract from the focus of operational staff on children and their families / safeguarding and personalised adult social care which supports choice and control.
- To work with the Project Manager to ensure the delivery of the project is within budget and time constraints, providing expert knowledge and innovative solutions to ensure the project is

successfully delivered.

- To represent the project in a positive light, being an ambassador for the new SCIS system and the benefits it will provide to staff and ultimately in improved customer service.
- When required by the project or the directors of CSF and C&H, to represent Merton practitioners and social care practice at supplier forums and national meetings related to social care records implementation.

LONDON BOROUGH OF MERTON
CORPORATE SERVICES DEPARTMENT

PERSON SPECIFICATION

JOB TITLE: SCIS Practice Lead
DEPARTMENT: Business Improvement
GRADE: MGC

Qualification and Experience

- A senior professional qualification in social work including child protection, looked after children, children with disabilities. Experience in both younger and older childrens service management.
- An experienced manager who has managed large-scale service delivery, including target setting and statutory recording practices.
- Previous responsibility for the recording and reporting of practice based data forming national indicators and statutory return data including CIN census, 903 and local management reporting.
- Significant experience as a senior social work manager with experience in professional staff supervision, in a variety of settings including child protection, integrated services (NHS and Social Care) and safeguarding.
- Educated to degree level or equivalent professional qualification in social work.

- Experience in leading and managing successful, complex, cross-organisational change projects including multi-agency service configuration, reorganisation and management. Experience in changing service delivery models to meet statutory change.
- Experience in identifying, tracking and delivering operational change which enhances social care practice and provides safe, secure and positive benefits for customers.
- Experience in managing large social work teams and functional areas through organisational change, within a social care environment.
- Experience in working with other agencies at a senior level. Specifically working with Health colleagues to provide seamless integrated operational services and to manage operational risks.
- Experience in a senior role with inspection and investigation in particular related to social work / social care inspection regimes and subsequent organisational action and remedy planning.

Knowledge

Able to demonstrate a knowledge of the following areas:-

- In depth experience, understanding and knowledge of the provision of best practice social care support in either an Adult and/or Children & families setting. Working in collaboration with key partner agencies and within a multi-disciplinary environment.
- A detailed knowledge of the legislative, regulatory, national and local policies in social care and health, personalisation, efficiency and service improvement initiatives. Experience in developing and implementing models of social care intervention. Knowledge of new and developing practice in social work.
- A good understanding of the performance and statutory reporting regime in which the CSF and C&H departments operate. Appreciation of the differences in reporting requirements both at a national and local level, and key information which feeds such reporting.
- A full and detailed knowledge of safe recording practices for social work, and how this is supported through supervision and management

challenge. Knowledge of the national minimal data sets for Adults and Children & Families.

- Understanding of and commitment to equal opportunities policies in care services provision and within the workplace.
- Experience and understanding of project management including knowledge of Prince 2 methodology.
- A working knowledge of one or more social care information systems, including the ability to use management information from such systems.
- Demonstrate a detailed knowledge of the factors affecting change management within a social work environment, and the continuation of good quality social work practice through change.
- Detailed understanding of senior management function and the management of operational risk within social work / social care.
- A detailed understanding of the inspection regime for social care, specifically in relation to new OFTED inspections and recent national recommendations.
- A sound knowledge of what constitutes safe social work and social care practice, how this is supported through legislation and what organisations need to do to develop best practice models.
- An understanding of the key drives for partner organisations, especially in Education, social welfare and health.

Aptitude

- A commitment to high quality, safe social work and social care practice.
- Highly developed inter-personal communication skills and the ability to influence and collaborate with others.
- Ability to work under pressure.
- Ability to advocate for clients, particularly in relation to safeguarding.
- A genuine desire to improve the lives of vulnerable people and improve customer experience.
- Self-starter with leadership qualities and ability to work effectively with colleagues, both internal and external stakeholders.
- Ability to demonstrate analytical thinking.
- Good decision making capability which takes account of conflicting or competing user priorities, and manages decision making in a collaborative way, encouraging operational ownership.

- Customer centred approach which always evaluates the impact for improved safeguarding.

Skills

- Ability to manage operational social work / social care staff.
- Ability to deliver major change projects to realise anticipated business benefits as planned.
- Experience of analysing, developing and improving complex operational and business processes including finance
- Good IT skills and a working knowledge of at least one social care IT system.
- Highly organised with an ability to prioritise and manage time effectively.
- Inter-agency and partnership working skills including experience of multidisciplinary working.
- Experience in undertaking and working with external review and challenge organisations including OFSTED.
- Excellent written and verbal communication with the ability to convey complex information clearly to a range of different audiences; produce clear and concise reports.
- Good analytical ability and problem solving skills.
- Excellent negotiation and influencing skills